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Problem Solving Seminar #5 Recommendations
Procedural Steps/Action Assignments

Recommendation A: Organizational Considerations

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1. Senior Training Officer

Item	Action
Appoint full time Senior Training Officer (STO).	DDS
Draft paper for DDS announcing appointment of STO and delineating his role and functions.	Group #5
Meet with DDS and/or Group #5 for dialogue on Report.	STO
Meet with DTR.	
Begin meetings with component Training Officers (CTO's). Take up matter of Senior Service School nomination procedures at these meetings.	
Take action on STO attendance at Training Selection Board meetings.	DTR
After STO appointment prepare memo from DDS to DTR requesting above action.	Group #5

2. Component Training Officers

Item	Action
CTO placement in Office organization: To be covered in DDS memo announcing appointment of STO.	Group #5
Emphasize in Staff Meeting with Office Heads.	DDS
Closer relationship between CTO's and Career Service Board.	

Include in memo from DDS.

Discuss membership in CSB's in meeting with Office Heads --and/or --	DDS
Include in DDS memo announcing appointment of STO.	Group #5
CTO survey of Office needs.	CTO/Office Head CTO/STO CTO/STO/DTR as necessary
CTO attendance at Conferences, professional memberships.	STO/Office Head (OTR assist)

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3. Creative Resource Mechanism
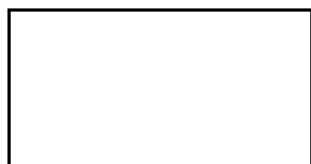
Item	Action
Appoint a DDS Officer.	DDS/DTR
Prepare memo from DDS to appointee delineating his role and charter.	Group #5

Recommendation B: Training Designs

Item	Action
Liberal use of training modules.	Group #5 (To monitor developments and implementation of Rec. B thru liaison with STO and Resource Man)
Greater use of OTR as central repository of educational/training materials.	
Increased use of audio-visual aids; CCTV, video tape.	
Flexibility between CTO's and OTR staffers.	

Recommendation C: Course Recommendations

1. Young Professional Course

2. Non-Professional Course

Item	Action
Memo from DDS to DTR: Can OTR handle, comments on content, gaming, stress experimental flavor of first runnings.	Group #5
Following DTR reply to above, broad discussion meeting on both courses.	DTR/STO/CTO's/ Group #5
Discuss courses with Office Heads, gather general reactions, compile statistics on Office eligibles.	CTO
Meeting to establish parameters of clientele, course objectives, time frames, frequency.	DTR/STO/CTO's/ Group #5
Meet to discuss simulation technique and consultant role.	DTR/C-SUS/ Group #5
Publish course announcements and schedules.	OTR
Work out detailed course schedule: Send package to DDS for approval.	SUS/Group #5
Approve new courses.	DDS

3. Beginning Typing and Shorthand Training

Item	Action
Survey the need and interest. (Offer PSS/OMS services on this).	STO/CTO/OTR
Course development.	OTR/OP

4. Management Planning Courses

Item	Action
Discontinue Senior Course.	DDS (Perhaps raise at Deputies Meeting if considered necessary. If there is historical basis for Senior Course or special sensitivities involved, might approach a merged course on trial basis.)
NOTE: SM(P) scheduled for October 1970.	

OTR to consider & have necessary before Action papers.

Recommendation D: Training Policy Considerations

1. External Training

2. Sabbaticals

Item	Action
Determine each Office criteria (specifically, credits held) for external training. STO advise DDS.	STO/CTO
Establish Directorate Policy re above.	DDS
Prepare Administrative Instruction, Supplemental [ ] incorporating Section D recommendations.	STO
Assume follow-up responsibility for Section D recommendations.	CTO

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3. Enrollment Eligibility

Item	Action
To follow-up with DTR.	Group #5

PHASE II

- SEMINAR REFRESHER ON TELEPHONE MANNERS AND UNIFORM METHODS

   AND STANDARDS IN OFFICE PROCEDURES AND CORRESPONDENCE (BY

   A PANEL OF SENIOR SECRETARIES FROM DDS);

- BREAKOUT INTO OFFICE GROUPS FOR FURTHER DETAILED DISCUSSION

   WITH SENIOR SECRETARIES;

D. TIME - THREE DAYS.

E. COURSE DEVELOPMENT - PLANNING, EXECUTION AND REVIEW SHOULD BE

   A JOINT EFFORT OF THE STO, CTO'S AND OTR.

3. BEGINNING TYPING AND SHORTHAND TRAINING

   A. NEED - ADVANCEMENT BY MANY OF OUR CLERICAL PERSONNEL IS PRE-

      CLUDED BY LACK OF ESSENTIAL SKILLS IN TYPING AND/OR SHORTHAND.

      TO THE EXTENT THAT THESE SKILLS CAN BE DEVELOPED THE AGENCY'S

      INTERESTS ARE LIKEWISE SERVED.

   B. PROPOSAL - IF AN OTR SURVEY INDICATES SUFFICIENT AGENCY NEED AND

      EMPLOYEE INTEREST, A POLICY SHOULD BE ESTABLISHED TO PERMIT

      THE FOLLOWING:

      - TEACH BEGINNING TYPING AND SHORTHAND TO CLERICAL EMPLOYEES WITH

         GOOD PERFORMANCE RECORDS (NO MINIMAL SKILLS REQUIRED);

      - OFFICE AUTHORIZATION OF EXTERNAL TRAINING.

4. MANAGEMENT PLANNING COURSES - AM(P) AND SM(P)

   RECOMMEND DISCONTINUANCE OF THE SM(P) COURSE, AND THAT ONE COURSE

   IN AM(P) BE GIVEN FOR GS-12 AND ABOVE. THIS MOVE WILL INCREASE THE

   OPPORTUNITIES FOR GROUP INTERACTION OF OFFICERS AT DIFFERENT GRADE

   LEVELS.

   NOTE: CONTENT OF PRESENT COURSES ARE IDENTICAL. WE SEE NO NEED FOR

      EXPENSE INVOLVED IN THE CONSULTANT'S PRESENTATION AT THIS

      senior course.